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# International Offices

**ACTIVITY  
REPORT** 2007-08







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# MINISTERS MESSAGE



It is no secret that Alberta is operating in the global economy. Alberta companies are increasingly looking abroad for new and emerging markets. But they are not alone. Economies around the world are taking advantage of globalization. This means the competition is fierce and the challenge is greater.

The Alberta government is helping Alberta businesses meet this challenge and compete on the international stage through our network of 10 international offices.

The offices understand local markets, customs and business practices. They know how to connect Alberta companies with key contacts. They also provide timely business and market information, support export-ready Alberta companies, generate and facilitate investment leads and showcase

and market Alberta. The offices also play an important role promoting Alberta to skilled workers who can fill critical labour shortages.

This report highlights how the Alberta economy benefits from the great work carried out by the offices. It is clear they are a tremendous value to the province, and I encourage Alberta companies looking abroad to leverage their expertise and understanding of the global market.

Sincerely

A handwritten signature in dark ink, appearing to read 'Ron Stevens'.

Ron Stevens, QC  
Deputy Premier and Minister of  
International and Intergovernmental  
Relations



Rarely in my career have I been so impressed with the level of professionalism and support of a government organization...Zedi would not have been as successful in accomplishing our marketing objectives without the assistance of CAPC.

Rod Heard, Vice President International, Zedi



The International Trade Offices help the Government of Alberta meet its goals by:

- promoting Alberta as a destination for skilled workers and students;
- putting Alberta businesses, including those in the value-added sector, in contact with potential investors;
- supporting rural development through investment attraction;
- strengthening the economy by promoting tourism; and
- providing valuable business information to Alberta decision makers.

The International Trade Offices also promote all that Alberta has to offer:

- strong, stable economy
- educated workforce
- beautiful landscape
- world-class education and health care.





The International Trade Offices play a critical role in helping Alberta business people, educators, researchers and cultural promoters reach their counterparts around the world. Their work includes:

- providing timely business and economic information;
- supporting export-ready Alberta businesses;
- generating and facilitating investment leads; and
- showcasing and marketing Alberta abroad.

Alberta's office in Washington has a different role. The Washington office focuses on advancing the interests and views of Alberta to groups that shape United States public policy and opinion, including the U.S. Administration, Congress, business associations, think tanks and the media.

The office, in partnership with the Canadian Embassy, works with Alberta ministers, officials and the private sector to:

- provide information and analysis to Alberta on political and economic developments;
- contribute to the development of Alberta's U.S. energy, trade, agricultural and investment strategies;
- ensure Alberta's views and priorities are factored into policies and initiatives undertaken by the Canadian Embassy;
- build Alberta's profile in the U.S. as a secure, safe and reliable supplier of energy, agricultural products and other goods and services; and
- promote the sale of Alberta products and services in the U.S.







# ON TARGET

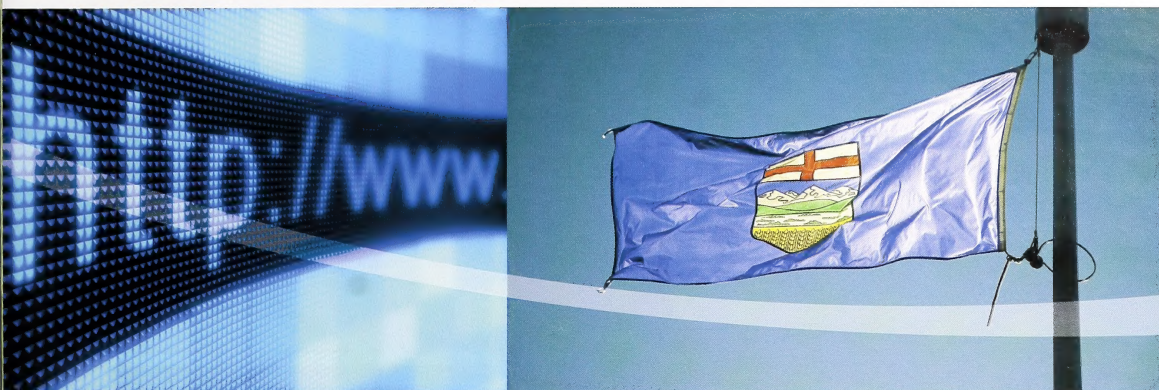
Alberta's international offices once again surpassed all pre-determined performance measures. The international offices have a diverse set of reporting criteria to ensure they fully support Alberta companies. Performance measures focus on a variety of activities, including web traffic, business introductions facilitated and networking sessions. Other measures include the coordination of incoming and outgoing missions and participation in tradeshow and exhibitions.



Overall, the work of the offices is measured against the ability to promote and connect Alberta to the world and bring the world to Alberta. This was achieved in 2007/08.

Futher explanation of these performance measures is included as Appendix 1.





Measure	2007-08 Target	2007-08 Actual	2007-08 Percentage Achieved*
1. Number of Visit/User Sessions on Web Site	213,500	243,377	114%
2. Number of Intelligence/Market Reports Generated	156	192	123 %
3. Number of Networking Sessions	2,240	3,241	145%
4. Number of Missions/ Delegations to Alberta	161	166	103%
5. Number of Companies/ Investors Participating	334	363	109%
6. Number of Missions/ Delegations to the Target Market	318	399	125%
7. Number of Alberta Companies/Investors Participating	575	751	131%
8. Number of Business Introductions	1,200	1,324	110%
9. Number of Seminars, Tradeshows & Exhibitions	153	197	129%
10. Number of Negotiations Generated (Investment & Trade)	226	240	106%

\* Variances can be attributed to external influences such as socio-political stability in local markets, strength of Alberta economy, tradeshows & exhibitions organized by external associations, and general macro-economic factors in Alberta and in local markets.



# ALBERTA JAPAN OFFICE





# 2007-08 highlights

- Sixty-nine delegations from Alberta, representing 82 companies, received support from the Alberta Japan Office (AJO) in 2007-08.

- Honourable Iris Evans, Minister of Employment, Immigration and Industry, led a mission to Japan to research market potential and determine a future Japanese marketing strategy for Alberta. The AJO organized the "Alberta Oil Sands Seminar 2007," which attracted more than 180 key industry executives. Significant media attention resulted from the event and, in the months following the seminar, several Japanese companies visited Alberta's oil sands projects. This resulted in a Japanese company investing in the oil sands.

- The AJO partnered with the Canadian Beef Export Federation to lead a delegation of Japanese meat buyers to Alberta to promote Alberta's beef industry and business opportunities. As a result, one of the Japanese companies began selling Alberta beef in eight of its stores and aims to sell Alberta beef in all of its 126 stores in Japan. Throughout the year, the AJO facilitated 35 delegations to Alberta, representing 65 Japanese companies.

- The AJO has been proactive in seeking out new and innovative partnership opportunities to promote Alberta and its private-sector stakeholders, including organizing and facilitating 39 seminars and tradeshow. The office also made more than 140 direct new business-to-business introductions in the high-tech and energy sectors, as well as the agri-food sector where Japan remains Alberta's second largest export market.

- Other initiatives included:

- partnering with the All Japan Chefs' Association, the Canadian Embassy and the Japanese Ministry of Economy, Trade and Industry to organize a variety of events to promote Alberta pork products;

- hosting a series of Canada/Alberta Business forums showcasing the vibrant Alberta economy, focusing on the information and communications technology, nanotechnology and film sectors.



**Location:** Tokyo - **Staff:** 1 IIR, 5 locally hired

## The Market:

National Population	127.3 million
Nominal GDP	\$4.3 trillion US
GDP/Capita	\$33,600 US
Total Alberta Exports	\$1.5 billion Cdn





# Alberta

Location: Beijing - Staff: 1 IIR, 6 locally hired

**The Market:**

National Population	1.3 billion
Nominal GDP	\$6.99 trillion US
GDP/Capita	\$5,300 US
Total Alberta Exports	\$2.8 billion Cdn

# ALBERTA CHINA OFFICE





# 2007-08 highlights

- The Alberta China Office (ACO) organized meetings and promotional events for the Honourable Doug Horner, Minister of Advanced Education and Technology during his visit to China in May 2007. Minister Horner led a delegation of industry, academic and government representatives to Beijing and Harbin. They met with high-level Chinese industry, academic and government officials to increase awareness of Alberta's advantage in the education and technology sectors. Minister Horner also helped to finalize research agreements between Alberta and the China Cancer Institute and the Chinese Ministry of Education.

- Conducted five Alberta canola promotion seminars in China in March 2008. The seminars were held in Beijing, Shanghai, Ningbo, Guangzhou and Hong Kong and drew considerable attention from China's hotel and restaurant industry, importers, distributors and Chinese supermarket chains. Speakers at the seminars included representatives from Alberta Agriculture, Food and Rural Development, the Canola Council of Canada, and Sunora Foods.



- Organized an "Alberta Day" event in March in Ningbo, Zhejiang province, to raise the profile of Alberta and promote Alberta's technological capabilities.

Eight Alberta organizations attended the event and made presentations to more than 120 attendees. A number of Chinese companies have subsequently made inquiries regarding potential investment and business opportunities in Alberta.

- Collaborated with the Canadian Embassy to promote energy efficient and innovative building products, and technology and architectural services in China. Activities included:

- co-hosting the Canada-Alberta Government Pavilion at the 6th China International Exhibition on the Housing Industry in November 2007. Seven Alberta companies participated in the four-day exhibition.

- organizing two seminars in Beijing and Shenyang with participation from 13 Alberta companies that drew over 100 attendees. The Alberta companies showcased their wide range of products and services including geothermal heat pumps, renewable energy sources, architectural design services, and insulation materials.

Over the past years, ACO has provided us with valuable market intelligence and guidance for doing business successfully in China.

Brian W. Trendel, TAK International Ltd.





# CNPC ALBERTA PETROLEUM CENTRE





# 2007-08 highlights

- Collaborated with the China National Petroleum Corporation (CNPC) and dmg World Media to organize the second annual World Heavy Oil Congress in Edmonton in March 2008. The three-day event included a business and technical conference as well as an exhibition attended by over 900 delegates. Premier Ed Stelmach delivered a keynote speech during a luncheon hosted by the Alberta government.
- Supported the debut of Alberta Oil Magazine into the Chinese market by providing business advice and information. China Alberta Petroleum Centre (CAPC) introduced Alberta Oil Magazine to the China Petroleum and Chemical Industry Magazine Company, resulting in a joint project to produce and publish the inaugural Canada Oil Magazine in Chinese. The first issue was published in March 2008.
- Facilitated Alberta-based Zedi's entry into China's oil and gas market. The office assisted Zedi in gaining market entry into the production operations management field. Zedi was also introduced to the CNPC and Sinopec. A symposium was organized where the three companies exchanged technologies and operations management methodologies.
- The CAPC coordinated various outbound Government of Alberta delegations including:
  - the attendance of the Honourable Iris Evans, Minister of Employment, Immigration and Industry, at the Alberta Energy Opportunity Seminar, in Beijing. Minister Evans met with Chinese government officials and executives from Sinopec and was taken on a tour of the Shanghai Secco Petrochemical Company.
  - organizing meetings between Alberta Advanced Education and Technology and the Lanzhou Petrochemical Company, the CNPC, and the Chinese Ministry of Commerce to discuss training and certification to help address Alberta's skilled labour shortage.

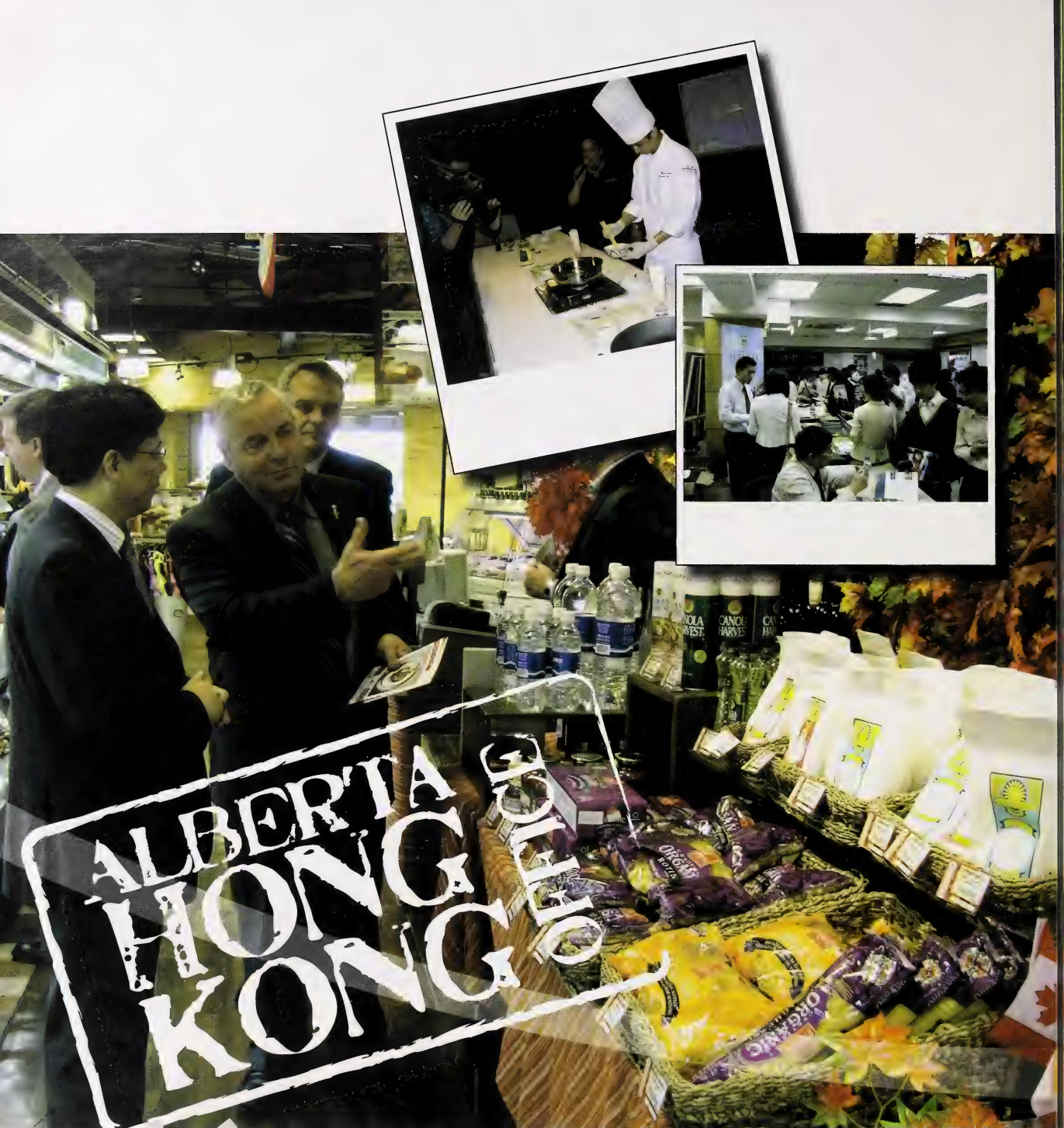
**Location: Beijing - Staff: 1 IIR, 3 locally hired**

Opened in 1989, the CAPC is jointly invested in and operated by the Government of Alberta and the China National Petroleum Corporation (CNPC), to promote:

- the transfer of advanced petroleum science and technology,
- petroleum and environmental science and technology development and
- trade between Alberta and China.







It has been our pleasure to be able to work with the Alberta Hong Kong Office in the last couple of years. Networking with organizations such as yours has been the key for our success. - Tenny Lo, Lo Porter Hetu



# 2007-08 highlights

- Building on the successful debut of Alberta processed food products in the Hong Kong and south China markets, the Alberta Hong Kong Office (AHKO) enhanced efforts for market expansion. The office assisted with a series of product-promotion seminars, food-safety sessions and buyers missions to Alberta. As a result, Alberta canola oil, cheese, and chocolate were brought into the Hong Kong market for the first time.

- The AHKO facilitated a business and technology collaboration agreement between Alberta Advanced Education and Technology and the Shenzhen Science and Technology Bureau. This collaborative program focuses on applied research, technology commercialization and market access for the information and communications technology and life sciences subsectors.

- The AHKO introduced an international school in Macau to the Calgary Board of Education. The Macau school and the Calgary school board established a co-operative link resulting in the Calgary board providing online resources for the professional development of teachers in Macau to deliver the Alberta curriculum.

- The office supported a group of investors from Hong Kong and China interested in investing in the Port Alberta project. Port Alberta aims to transform Alberta into a major North American warehousing and distribution hub that combines air, rail and road transportation infrastructure and will have expanded trade opportunities with the Asia-Pacific region. The AHKO assisted the investors by providing market intelligence and information and coordinating networking opportunities.



**Location:** Hong Kong - Staff: 1 IIR, 3 locally hired

## **The Market:**

National Population	7.0 million
Nominal GDP	\$292.8 billion US
GDP/Capita	\$42,000 US
Total Alberta Exports	\$133 million Cdn







# 2007-08 highlights

- The Alberta Taiwan Office (ATO) facilitated three Alberta companies' visits to the 17th Taipei International Food Show. Canadian Saska International Ltd., I.U.T. International Trade Co., and Pasta Mill participated in Alberta's booth, in the Canada Pavilion, to promote Alberta products.

- Collaborated with industry and government partners to organize the Canada Beef Festival in October 2007. Alberta's Agriculture, Food and Rural Development Minister, the Honourable George Groeneveld, gave the opening speech at the event, which was attended by more than 2,000 people. In addition to the festival, the office also organized meetings for Minister Groeneveld with local businesses and research institutes to promote Alberta beef, agricultural products and potential technological partnership opportunities.

- The ATO operated booths at the Canadian Education Fairs in Kaohsiung and Taipei in October. More than 50 schools and organizations from Canada attended the fairs and the office promoted Alberta schools, answered inquiries from potential students, and increased awareness of Alberta among Taiwanese citizens.

- Promoted employment opportunities in Alberta at the Job Exposition in Taipei. The two-day show attracted more than 80,000 people and the office partnered with



Alberta Employment, Immigration and Industry to provide consultation for work-related inquiries and gave a presentation promoting Alberta work opportunities.

- The ATO organized a video conference in Taipei to introduce Canadian nutraceuticals companies to potential partners in Taiwan. The conference gave Canadian health food producers the opportunity to promote their products to potential Taiwanese buyers and retailers.

The staff working for the Alberta Taiwan Office assisted Eleven in identifying potential customers, arranging meetings, and even accompanying us to customer sites. Simon La, Eleven Engineering Inc.

**Location: Taipei - Staff: 2 locally hired**

**The Market:**

<b>National Population</b>	<b>22.9 million</b>
<b>Nominal GDP</b>	<b>\$695.4 billion US</b>
<b>GDP/Capita</b>	<b>\$30,100 US</b>
<b>Total Alberta Exports</b>	<b>\$250 million Cdn</b>





Location: Seoul - Staff: 1 IIR, 2 locally hired

**The Market:**

National Population	49.2 million
Nominal GDP	\$1.2 trillion US
GDP/Capita	\$24,800 US
Total Alberta Exports	\$464 million Cdn



## 2007-08 highlights

- The Alberta Korea Office (AKO) assisted the Korea Institute of Industrial Technology in negotiating a joint venture with Calgary Technologies Inc. to form the Korea-Alberta Technology Co-operation Centre.

- Successfully positioned Alberta as a desirable business location for Korea's BB C&F Corporation's new plant in Edmonton. Food products will be produced targeting Korean restaurants in western North America and new joint-venture discussions are proceeding on importing nutraceutical products into Korea from Albertan producers.

- Showcased Alberta's educational system and fine arts culture at a variety of events, including the Cheongju International Craft Biennale 2007. The success of the "All About Alberta" exhibit resulted in an invitation to Canada as the "Guest Country" at the exhibit for 2009.

- The AKO partnered with the University of Alberta to develop and coordinate University President Indira Samarasekera's mission to Korea. President



AKO was very convincing as to the benefits of locating our operation in Alberta. (They) were able to assist with site selection, introduction to the Leduc food facility and immigration advice.

Yong Daz Lee,  
CEO, BB C&F

Samarasekera and her delegation met with Korean government officials and international university representatives and held a University of Alberta Alumni event.

- Korea continues to be one of Alberta's primary sources of international students. The AKO organized and facilitated a Team Alberta education and immigration mission promoting Alberta's educational system. Participants included Alberta Advanced Education and Technology, Alberta Employment, Immigration and Industry, the Edmonton Catholic School Board, the Red Deer Catholic School Board, the Universities of Alberta, Calgary and Lethbridge, Lethbridge College, Medicine Hat College, the Northern Alberta Institute of Technology, Red Deer College and the Southern Alberta Institute of Technology Polytech.

- The AKO assisted the Alberta Research Council in the development of a joint research agreement with Chonbuk University and the Chonbuk Provincial Government. This partnership will jointly conduct and fund research on Solid Oxide Fuel Cell Technology.



# ALBERTA MEXICO OFFICE



Location: Mexico City - Staff: 1 IIR, 2 locally hired

**The Market:**

National Population	109.9 million
Nominal GDP	\$1.3 trillion US
GDP/Capita	\$12,900 US
Total Alberta Exports	\$715 million Cdn



## 2007-08 highlights

- The Alberta Mexico Office (AMO) supported visits of 13 delegations to Alberta involving 47 Mexican representatives, and 34 delegations to Mexico involving 94 Albertan representatives. The activities included:

- supporting Alberta's Agriculture, Food and Rural Development Minister George Groeneveld's visit to Mexico, in May 2007, for the Tri-National Agricultural Accord Meetings in Monterrey, Mexico. Minister Groeneveld also visited the Canadian Beef Export Federation's offices and the Canadian Consulate in Monterrey.

- assisting the Alberta Research Council and the Energy Resources Conservation Board in organizing a carbon capture and storage seminar in Mexico City in May 2007.

- Major progress was made on labour mobility and in exploring the potential of the Mexican market. The AMO facilitated and organized the participation of the Alberta government in meetings of the Labour Mobility Working Group of the Canada-Mexico Partnership. This partnership is a federal-provincial mechanism mandated to initiate new labour mobility programs between Canada and Mexico. The office also supported the visit of the Secretary of Labour for the State of Mexico to Alberta and the movement of 100 meat processing workers to Alberta.

- The AMO celebrated its fifth anniversary in September 2007. A reception was held

The Calgary Airport Authority is grateful to the Alberta Mexico Office for the invaluable support we received during our negotiations with Mexicana, starting over a year ago, that led to the announcement of this exciting new direct air service to Calgary. The Alberta Mexico office team supported us in our meetings with Mexicana and provided useful data that helped build the business case that led to Mexicana's decision.

**Katherine Kelly, Director, Calgary Airport Authority**

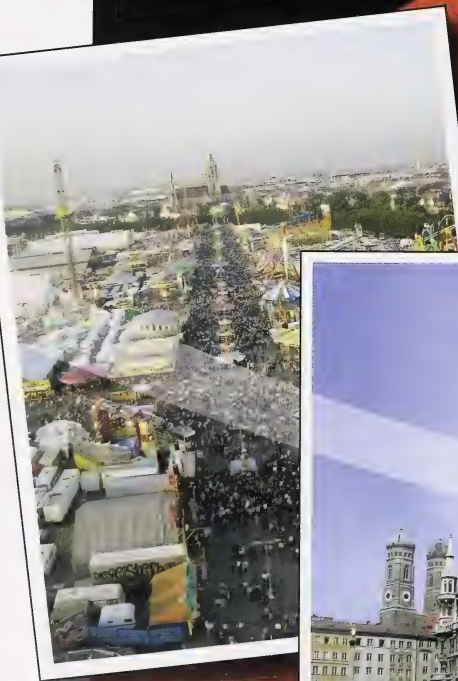
to showcase Alberta's interests in Mexico and was attended by over 120 clients and key contacts including the Alberta Beef Producers' "Ranchers", resulting in significant media coverage.

- Facilitated the deployment of 18 Mexican forest firefighters to Alberta, under the auspices of the fourth annual firefighter employment and training program, in conjunction with Alberta Sustainable Resource Development and the Government of the State of Jalisco, Alberta's sister state since 1999.





# ALBERTA GERMANY OFFICE





# 2007-08 highlights

- The Alberta Germany Office (AGO) participated in numerous job fairs to promote Alberta to skilled foreign workers including:
  - organized job fairs in Essen and Leipzig in March, which were attended by 2,600 job seekers, and included 13 participating companies from Alberta. In total 650 job offers were made by Alberta companies.
  - collaborated with Alberta Employment, Immigration and Industry to organize the hospitality sector's job fair in Stuttgart in December. The event was shown on German public television and included interviews with recruiters and job seekers.
- Hosted a pavilion with 10 Alberta companies at CeBIT, the world's largest information and communications technology exhibition, in Hannover. The exhibition attracted more than 6,000 exhibitors and 500,000 visitors along with 8,000 international journalists. The AGO introduced the Alberta participants to industry leaders such as Nokia, Hitachi and Siemens for potential partnership opportunities.
- Coordinated nanotechnology mission to Munich and Karlsruhe with 10 Alberta businesses and research institutes. The office facilitated meetings for the delegation

with prominent German universities, the Fraunhofer IZM research institute, and leading technology companies, including Siemens and Infineon.

- Partnered with the Canadian Embassy to organize a networking session at Medica in Dusseldorf, in November 2007, for Alberta companies to promote their health technologies. Medica is the largest annual health technologies conference in the world.
- Supported a 32-member business delegation from Bavaria to Alberta, in June 2007, for meetings in Calgary, Fort McMurray and Edmonton. The mission focused on opportunities in infrastructure in the development of Alberta's oil sands. Following the mission, two highly successful seminars on oil sands and petrochemicals were conducted in Munich by the AGO, Bavarian Business Alliance and the Canadian Embassy.

**Location:** Munich - **Staff:** 1 IIR, 1 locally hired

**The Market:**

National Population	82.4 million
Nominal GDP	\$2.8 trillion US
GDP/Capita	\$34,200 US
Total Alberta Exports	\$126 million Cdn







ALBERTA'S  
UNITED  
KINGDOM

Alberta  
Canada   
the land of opportunity

Be the doctor you've  
dreamed about.





# 2007-08 highlights

- The United Kingdom continues to serve as a key market for the attraction of skilled workers to Alberta and is the largest source of nominees to Alberta's Provincial Nominee Program. The Alberta United Kingdom Office (AUKO) actively participated and supported targeted initiatives to promote specific Alberta regions and sectors in critical need of skilled workers. Priority occupations included doctors, nurses, engineers, skilled trades and emergency services. Emigration and recruitment events included 13 inbound missions and events, involving participants from Alberta employers, industry associations and professional licensing bodies. Alberta employers and professional associations successfully recruiting in the UK included: Capital Health Region, the College & Association of Registered Nurses of Alberta, the Alberta Rural Physician Action Plan and the Calgary Police Service.

- Partnered with Alberta Tourism, Parks, Recreation and Culture to organize an investment seminar and meetings in London for an inbound Alberta delegation, resulting in significant investment leads exceeding \$200 million for the participating Alberta developers.

- The AUKO facilitated an aerospace mission by England's BAE Systems to Calgary, Edmonton, Medicine Hat, Suffield and Cold Lake. BAE Systems is exploring opportunities for testing unmanned aerial vehicle systems in Alberta. The

**Location:** London - Staff: 1 IIR, 2 locally hired

**The Market:**

<b>National Population</b>	<b>60.9 million</b>
<b>Nominal GDP</b>	<b>\$2.1 trillion US</b>
<b>GDP/Capita</b>	<b>\$35,100 US</b>
<b>Total Alberta Exports</b>	<b>\$250 million Cdn</b>

office participated in meetings with BAE Systems in England to promote Alberta as a desired research location and introduced BAE representatives to Alberta government officials.

- The office supported incoming missions from Alberta:

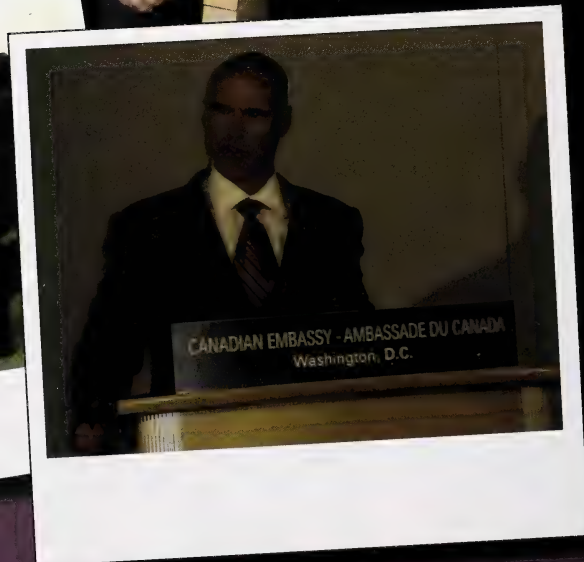
- organized the Canada House Event for 70 Alberta business representatives in March 2008. The event included a speech by Edmonton Economic Development Corporation President and CEO Ron Gilbertson to promote Alberta's diverse economic opportunities. Air Canada also made a presentation on the new direct air service from Edmonton to London.

- assisted Edmonton Northlands' eight-member delegation to Glasgow in meetings with the Scottish beef industry and facilitated their attendance at the Royal Highland Show promoting the Edmonton Northlands' Farmfair event.

The Alberta UK Office is visible, active and well connected. The entire team is very professional and sees to it that our programs with them are well planned and successfully executed.  
Kent McMullin, Director, EEDC



# ALBERTA WASHINGTON D.C. OFFICE





# 2007-08 highlights

- Planned and executed several high-profile missions from Alberta, highlighting the importance of the Canada – U.S. relationship, including:

- a November 2007 mission by Energy Minister, the Honourable Mel Knight, to Washington, D.C., New York City, Boston and Chicago to inform key U.S. government policy makers and business contacts about Alberta's new oil and gas royalty regime.

- a January 2008 mission by Premier Stelmach and Ministers Groeneveld and Morton to reinforce Alberta's position as a reliable and responsible energy producer and to highlight the interdependent nature of the North American agricultural sector.

- provided assistance to the Alberta Enterprise Group's January 2008 mission to Washington, D.C., which featured energy and business information sessions and a Salute to Canada's Troops during a Washington Capitals-Edmonton Oilers hockey game.

- Planned, executed and supported strategically important missions from the U.S. to Alberta to highlight the province as a secure source of oil and natural gas, including:

- worked with the American Embassy to develop an Alberta program for five 'Rising State Leaders' – a group of senior and influential state legislators from the United States.

- in partnership with the Embassy, organized a mission to the oil sands and Edmonton for senior officials from several prominent Washington, D.C. based public-policy think-tanks.

- Partnered with the Canadian Embassy to host a reception honouring Mark Messier, attracting influential U.S. elected and government officials and promoting an Edmonton-based biomedical company endorsed by Messier.

**Location:** Washington D.C - **Staff:** 2 IIR, 2 locally hired

**The Market:**

<b>National Population</b>	<b>303.8 million</b>
<b>Nominal GDP</b>	<b>\$13.8 trillion US</b>
<b>GDP/Capita</b>	<b>\$45,800 US</b>
<b>Total Alberta Exports</b>	<b>\$73.8 billion Cdn</b>



# APPENDIX BUDGET INFORMATION

## ALBERTA'S INTERNATIONAL OFFICES BUDGET VS. ACTUALS COMPARISON (in thousands of dollars)

April 1, 2007 - March 31, 2008

	Budget 2007-08	Actual Expenses 2007-08	Unexpended (Over Expended)	Variance by %
Alberta China Office	688	690	(2)	-0.3%
CAPC	870	809	61	7.0% <sup>1</sup>
Alberta Hong Kong Office	586	579	7	1.2%
Alberta Taiwan Office	194	176	18	9.3% <sup>2</sup>
Alberta Korea Office	690	688	2	0.3%
Alberta Japan Office	1,101	1,054	47	4.3%
Alberta U.K. Office	624	594	30	4.8%
Alberta Mexico Office	485	485	0	0.0%
Alberta Germany Office	597	270	327	54.8% <sup>3</sup>
Alberta Washington, D.C. Office	1,380	1,142	238	17.2% <sup>4</sup>
<b>Total All Offices</b>	<b>7,215</b>	<b>6,487</b>	<b>728</b>	<b>10.1%</b>

<sup>1</sup>Variance is due to reduced travel for board members and lower than anticipated equipment purchases.

<sup>2</sup>Variance is due to reduced travel.

<sup>3</sup>Variance is mainly due to the vacant Managing Director position and one Locally Engaged Staff position being vacant for the year. In addition, reduced program costs and substantially lower than anticipated collocation costs due to the vacant positions contributed to the surplus.

<sup>4</sup>Variance is mainly due to the Alberta Representative in Washington, D.C. position and one Locally Engaged Staff position being vacant for a portion of the year.

\*The strong Canadian dollar was also a contributing factor in attaining favourable variances overall.



# APPENDIX 1 PERFORMANCE MEASURES DEFINITIONS

Performance Measure	Explanation
1. Number of visits/user sessions on website	Refers to a sequence of hits and requests to the website from the same user.
2. Number of intelligence/market reports generated	These include contributions to sector team reports, articles in <i>Exported</i> or other government publications, and reports on local markets posted on department's common drive or website.
3. Number of networking sessions	Events (seminars, tradeshow, exhibitions) office staff attended or visited, one-on-one meetings, or telephone or video conferences, in which the office participated to help develop knowledge of Alberta and local businesses. This measure includes sessions with federal and international government ministries.
4. Number of missions/delegations to Alberta	Delegation: Refers to any international business(es), including active exporter and export-ready business, visiting Alberta in search of trade or investment opportunities. International offices only record the number of delegations that they are directly involved in organizing and/or participating in. It includes both government-led and private sector delegations.
5. Number of companies/investors participating	The number of international companies/potential investors involved in delegations to Alberta.
6. Number of missions/delegations to the target market	Refers to any organized group of Alberta business(es), including active exporters and export-ready businesses, visiting an international market in search of trade or investment opportunities. International offices only record the number of delegations that they are directly involved in organizing and/or participating in. It includes both government-led and private sector delegations.
7. Number of Alberta companies participating	The number of Alberta companies/potential investors involved in delegations to the target market.
8. Number of business introductions	Refers to a new business introduction between at least two companies (not including the international office representative) in which there is potential of a future or continuing business relationship. These introductions will include at least one Alberta company/partnering ministry and one local company/investor/government agency. These introductions may occur in-person meeting, or via conference call or email. Business introductions involve matchmakings between Alberta companies and international investors/companies.
9. Number of seminars, tradeshow and exhibitions	Includes all seminars tradeshow and exhibitions organized, sponsored or hosted by the international office. The international office must be an active participant e.g. display or booth, serving as chairman or speaker. Does not include attending a seminar or visiting a trade show or exhibition.
10. Number of negotiations generated (investment and trade)	Refers to the subsequent business meeting, after an introduction by the international office, aimed at reaching mutually acceptable terms for joint venture, partnering agreements, strategic alliance, or trade and investment contracts. Follow up with clients may be required to gather this information, unless the result of the business negotiation is publicly reported. The number of negotiations should be lower than the number of business introductions on a yearly basis.



# Alberta has 10 international offices that can help connect you to the world.



## BEIJING

Alberta China Office  
Canadian Embassy  
19 Dongzhimenwai Dajie  
Chaoyang District, Beijing 100600  
People's Republic of China  
Tel: 86.10.5139-4272  
Fax: 86.10.5139-4465  
Email: albertabeijing@international.gc.ca  
Website: www.albertachina.com

## CNPC - ALBERTA PETROLEUM CENTRE

2nd Floor Science & Technology Building  
#20 Xue Yuan Road, Haidian District  
Beijing 100083  
People's Republic of China  
Tel: 011.86.10.6209-8522  
Fax: 011.86.10.6209-8529  
Email: capc@gov.ab.ca  
Website: www.capcbj.com.cn

## HONG KONG

Alberta Hong Kong Office  
Room 1004 Admiralty Centre  
Tower Two, 18 Harcourt Road  
Central, Hong Kong SAR  
Tel: 011.852.2528-4729  
Fax: 011.852.2529-8115  
Email: albertahongkongoffice@gov.ab.ca  
Website: www.alberta.org.hk

## MUNICH

Alberta Germany Office  
Canadian Consulate  
Tal 29, 80331 Munich, Germany  
Tel: 011.49.89.2199-5740  
Fax: 011.49.89.2199.5745  
Email: albertagermanyoffice@gov.ab.ca  
Website: www.albertacanada.com/germany

## MEXICO CITY

Alberta Mexico Office  
Alberta Economic Development  
Calle Schiller No. 529  
Colonia Polanco  
Del. Miguel Hidalgo  
Mexico D. F., Mexico 11560  
Tel: 011.52.555.387-9302  
Fax: 011.52.555.724-7913  
Email: albertamexicooffice@gov.ab.ca  
Website: www.albertacanada.com/mexico

## TOKYO

Alberta Japan Office  
Place Canada, 3rd Floor  
3-37, Akasaka 7-chome  
Minato-ku, Tokyo 107, Japan  
Tel: 011.81.3.3475-1171  
Fax: 011.81.3.3470-3939  
Email: albertajapanoffice@gov.ab.ca  
Website: www.altanet.or.jp

## SEOUL

Alberta Korea Office  
Canadian Embassy  
16-1, Jeong-dong, Jung-gu,  
Seoul 100-120, Republic of Korea  
Tel: 011.82.2.3783-6000  
Fax: 011.82.2.3783-6147  
Email: albertakoreaoffice@gov.ab.ca  
Website: www.albertakorea.com

## TAIPEI

Alberta Taiwan Office  
Canadian Trade Office in Taipei  
13th Floor, 365 Fu Hsing North Road  
Taipei, 105, Taiwan  
Tel: 011.886.2.2715-3637  
Fax: 011.886.2.2715-1717  
Email: albertataiwanoffice@gov.ab.ca  
Website: www.albertacanada.com/taiwan

## LONDON

Alberta U.K. Office  
Canadian High Commission  
Macdonald House  
1 Grosvenor Square  
London, England W1K 4AB  
Tel: 011.44.20.7258-6473  
Fax: 011.44.20.7258-6309  
Email: albertaukoffice@gov.ab.ca  
Website: www.albertacanada.com/uk

## WASHINGTON, D.C.

Alberta Office in Washington, D.C.  
Canadian Embassy  
501 Pennsylvania Avenue N.W.  
Washington, D.C. 20001  
Tel: (202) 448-6475  
Fax: (202) 448-6477  
Website: www.international.gov.ab.ca/553.cfm



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Canada

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